

**Quality Assurance and Compliance  
Onsite Monitoring Visit  
for  
Career and Technical Education**

Orange County School District  
December 1, 2014 – December 5, 2014

**Final Report**



**State Board of Education**

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**Division of Career and Adult Education**

February 6, 2015

Dr. Barbara Jenkins, Superintendent  
Orange County School District  
445 West Amelia Street  
Orlando, Florida 32801-0271

Dear Dr. Jenkins:

We are pleased to provide you with the final monitoring report for the career and technical education program at the Orange County School District. The report will also be placed on the Quality Assurance and Compliance website at <http://fldoe.org/academics/career-adult-edu/compliance>.

We appreciate the leadership and professionalism demonstrated by your staff during our visit. If we can be of any assistance, please contact Tashi D. Williams, director of Quality Assurance and Compliance, at 850-245-9033 or via electronic mail at [Tashi.Williams@fldoe.org](mailto:Tashi.Williams@fldoe.org).

Thank you for your continuous commitment to improve educational services for Florida's students.

Sincerely,

Rod Duckworth

RD/dw/gpf

Enclosure

cc: Dr. Michael Armbruster, senior executive director, Career and Technical Education  
Rosa Grant, senior director, Career and Technical Education  
Gloria Spradley-Brown, bureau chief, Grants Administration and Compliance  
Tashi D. Williams, director, Quality Assurance and Compliance  
Donna Waller, program specialist, Quality Assurance and Compliance

## TABLE OF CONTENTS

I.	Introduction .....	1
II.	Authority .....	1
III.	Quality Assurance Policies, Procedures, and Protocols .....	1
IV.	Provider Selection .....	1
V.	Orange County School District .....	2
VI.	Monitoring Activities .....	3
VII.	Results .....	4
VIII.	Required Resolution Activities .....	8
IX.	Remarks .....	8
X.	Summary .....	8
	Appendix A .....	10
	Appendix B.....	11

Florida Department of Education  
Division of Career and Adult Education

**Orange County School District  
Career and Technical Education  
Quality Assurance and Compliance Monitoring Report**

## **I. INTRODUCTION**

The Florida Department of Education (FDOE), Division of Career and Adult Education, in carrying out its roles of leadership, resource allocation, technical assistance, monitoring and evaluation, is required to oversee the performance and regulatory compliance of recipients of federal and state funding. The Quality Assurance and Compliance section is responsible for the design, development, implementation and evaluation of a comprehensive system of quality assurance including monitoring. The role of the quality assurance system is to assure financial accountability, program quality and regulatory compliance. As stewards of federal and state funds, it is incumbent upon the division to monitor the use of workforce education funds and regulatory compliance of providers on a regular basis.

## **II. AUTHORITY**

The FDOE receives federal funding from the U.S. Department of Education for Career and Technical Education (CTE) under the Carl D. Perkins (Perkins) Career and Technical Education Act of 2006. FDOE awards subgrants to eligible providers to administer local programs. FDOE must monitor providers to ensure compliance with federal requirements, including Florida's approved state plans for CTE and adult education/family literacy. Each state shall have procedures for reviewing and approving applications for subgrants and amendments to those applications, for providing technical assistance, for evaluating projects, and for performing other administrative responsibilities the state has determined are necessary to ensure compliance with applicable statutes and regulations (34 CFR 76.770). The FDOE, Division of Career and Adult Education is required to oversee the performance of subgrantees in the enforcement of all laws and rules (Sections 1001.03(8) and 1008.32, Florida Statutes).

Additional citations noting pertinent laws and regulations and authority to monitor are located in the 2014-2015 Quality Assurance Policies, Procedures, and Protocols, Module A, Section 1.

## **III. QUALITY ASSURANCE POLICIES, PROCEDURES, AND PROTOCOLS**

The Quality Assurance Policies, Procedures, and Protocols manual was revised in the 2014-15 program year. The manual was provided to each provider prior to the monitoring visit. The manual provides a summary of each facet of the monitoring design and the process. It also contains protocols that may be used as agencies are monitored or reviewed. References may be made to the manual in this document; it is located on the division's website at <http://fldoe.org/academics/career-adult-edu/compliance>.

## **IV. PROVIDER SELECTION**

Various sources of data are used throughout the implementation of the quality assurance system. The monitoring component of the system is risk-based.

Risk assessment is a process used to evaluate variables associated with the grants and assign a rating for the level of risk to the FDOE and the division. A risk matrix, identifying certain operational risk factors is

completed for each provider. The risk matrix for each program monitored is located in Appendix A. The results of the risk assessment process and consideration of available resources are used to determine one or more appropriate monitoring strategy(ies) to be implemented.

The monitoring strategy for the Orange County School District was determined to be an onsite visit. Notification was sent to Dr. Barbara Jenkins, superintendent of the Orange County School District, on July 30, 2014. The designated representative for the agency was Ms. Rosa Grant, senior director for career and technical education.

The onsite visit to the agency was conducted December 1, 2014, through December 5, 2014, by three representatives of the Quality Assurance and Compliance section of the division: Program Specialists Ms. Donna Waller, Dr. Shahrokh Massoudi and Mr. Tashi Williams Senior Educational Program Director.

**V. ORANGE COUNTY SCHOOL DISTRICT**

**ENROLLMENT:**

**Fiscal Year (FY) 2012-13**

CTE Secondary  
 33,788 (possible duplications at program level)  
 CTE Post-secondary  
 5,141 (possible duplications at program level)

The provider was awarded the following grants for FYs 2012-13, 2013-14 and 2014-15:

**2012-2013**

**CAREER AND TECHNICAL EDUCATION GRANTS**

<u>Program</u>	<u>Total</u>	<u>Unexpended Funds</u>
Secondary	\$ 1,755,724.00	\$ 63,380.20
Post-secondary	\$ 482,044.00	\$ 8,868.57

**2013-2014**

**CAREER AND TECHNICAL EDUCATION GRANTS**

<u>Program</u>	<u>Total</u>	<u>Unexpended Funds</u>
Secondary	\$ 1,718,428.00	\$ 31,940.81
Post-secondary	\$ 452,594.00	\$ 10,101.02

**2014-2015**

**CAREER AND TECHNICAL EDUCATION GRANTS**

<u>Program</u>	<u>Total</u>	<u>Unexpended Funds</u>
Secondary	\$ 1,928,039.00	N/A
Post-secondary	\$ 477,637.00	N/A

Additional information about the provider may be found at the following web address:

[www.ocps.net](http://www.ocps.net)

## VI. MONITORING ACTIVITIES

The monitoring activities included pre-visit planning conference calls; an entrance conference; interviews with administrators, teachers, and students; observations; record reviews; and an exit conference.

### Onsite Visits

Members of the team made onsite visits to the following locations:

- Orange County School District Office
- Orlando Technical Institute
- Mid Florida Technical Institute
- Edgewater High School
- Winter Park High School
- Winter Park Technical Institute
- Wekiva High School
- Dr. Phillips High School
- East River High School
- Winter Park Technical Institute (Avalon Campus)

### Entrance and Exit Conferences

The entrance conference for the Orange County School District was conducted on December 1, 2014; the exit conference was conducted on December 5, 2014. The participants are listed below:

<b>Name</b>	<b>Title</b>	<b>Entrance Conference</b>	<b>Exit Conference</b>
Ms. Teriann Wright	Senior Manager, Orange County School District	X	
Ms. Carol Tingley	Senior Administrator, Orange County School District	X	X
Ms. Crystal Davidson	Senior Administrator, Orange County School District	X	X
Ms. Catherine Nguyen	Finance Director, Orange County School District	X	X
Ms. Shari Horsey	Finance Senior Administrator, Orange County School District	X	X
Ms. Rosa Grant	Senior Director, Career and Technical Education Orange County School District	X	X
Ms. Beth Wood	Grant Specialist, Orange County School District	X	
Ms. Alysia Leonard	Database Coordinator, Orange County School District	X	
Ms. Danielle Johnson	Administrator, Orange County School District	X	
Dr. Mike Armbruster	Senior Executive Director, Career and Technical Education Orange County School District	X	X

Mr. Parker Antoine	Senior Administrator, Orange County School District		X
Ms. Jayne Lychako	Senior Director, Winter Park Technical Institute (Avalon Campus)		X
Mr. Adrian Washington	Senior Instructional Specialist, Orange County School District		X
Ms. Anita Gentz	Senior Director, Westside Technical Institute		X
Mr. Alex Heidelberg	Senior Director, Mid Florida Technical Institute		X
Mr. Andrew Jenkins	Senior Director, Orlando Technical Institute		X
<b>FDOE Monitoring Team</b>			
Ms. Donna Waller	Program Specialist, FDOE	X	X
Dr. Shahrokh Massoudi	Program Specialist, FDOE	X	X
Mr. Tashi Williams	Senior Educational Program Director, FDOE	X	X

#### Interviews/Observations

Interviews were conducted with the administrative staff, teachers and students. All interviews and observations were held during the course of the visit.

#### Records Review

Program, financial and administrative records were reviewed. A complete list is provided in section VII, item G. A minimum of 20 student records were reviewed. Some policies and procedures were reviewed at the agency's website and discussed at various times during the onsite visit.

### **VII. RESULTS**

**A. ADMINISTRATION** - refers to the management and/or supervision of programs, structure of programs and services, grant oversight, and other administrative areas.

- The administration frequently meets and works collaboratively towards the goals of the district.
- The district uses the state CTE curriculum framework for staff development for all CTE teachers and staff on a biannual basis.
- The district CTE senior executive director, Dr. Michael Armbruster and CTE senior director, Ms. Rosa Grant are committed to the success and expansion of the CTE programs at the secondary and post-secondary levels.

**B. DATA AND ASSESSMENT** - refers to all the components of the data and assessment system, including test administration, test security, data collection, entry, and reporting, as well as procedures. The use of data in program decision-making is also explored and commented.

- CTE student data and occupational completion point (OCP) data was verified during the onsite visit.
- The data staff works colobarately with program staff to assure effective processes.

- Programs are evaluated on a biyearly basis and information is shared with staff for program effectiveness.
- Program data is used when evaluating CTE programs.
- The senior director of the CTE program and administration review data before and after it is submitted to FDOE.
- The district currently utilizes CampusVue® software for data collection:
  - Data collection is currently verified at the district level. The data is verified against what is submitted by the schools.
  - The FOCUS software will replace the CampusVue® software that is currently being used.
  - The teachers are collecting student information including attendance and grades with the CampusVue® software.

**C. CURRICULUM AND INSTRUCTION** - refers to those elements which contribute to student learning and skill acquisition. It also addresses student and instructor observations.

- Teachers of the CTE programs were well qualified with work experience related to their subject area.
- The team observed a variety of instruction taking place for students: individualized instruction using computer software and textbooks, group learning, lectures and lab instruction.
- Programs consist of a combination of instructional and practical experiences for students.
- Technology is incorporated into the teaching process.
- In general, the textbooks being used in the classrooms are current.
- Students were working to achieve certificates and/or industry certifications.

**CONCERNS, RECOMMENDATIONS AND AGENCY RESPONSE**

Dr. Phillips High School:

- Concern C1: There is a need for five (5) to 10 sets of Adobe Pro C-6 to accommodate the size of each class. (There are two (2) classes that offer Adobe Pro C-6.)

Recommendation C1: Purchase additional Adobe Pro C-6 to accommodate students learning in the classroom.

Agency Response: An amendment will be submitted to purchase items for the school.

- Concern C2: The teacher is in need of two (2) drawing tablets to accommodate each class. (There are two (2) classes.)

Recommendation C2: Purchase drawing tablets for each classroom to expedite learning process.

Agency Response: An amendment will be submitted to purchase items for the school.

**D. TECHNOLOGY AND EQUIPMENT** - refers to a review of the technology and equipment used by students and teachers in the classroom addresses access, availability, innovation, use and condition.



- For the inventory system:
  - The inventory contains all of the CTE essential requirements of the Education Department General Administrative Regulations (EDGAR).
- Technology was incorporated with the teaching process.
- Equipment is inventoried biannually.
- The district has a technology replacement plan.

**CONCERNS, RECOMMENDATIONS AND AGENCY RESPONSE**

Mid Florida Tech, Winter Park Tech (Avalon Campus) and Edgewater High School:

- Concern D1: The equipment was in a different location that was specified on the inventory list.

Recommendation D1: The equipment inventory listing should follow the rules and guidelines as specified in EDGAR (34 CFR 80.32 (d)(1). Consider using equipment transfer forms.

Agency Response: Develop a semi-annual process to verify the location of the equipment

**E. LEARNING ENVIRONMENT** - encompasses all aspects of the physical environment where classes are held. Describing the learning environment may also attempt to capture the vision, philosophy, and character that is observed on the campus or in the classroom.

- The school buildings, classrooms and grounds were well maintained.
- Students receive individualized instruction in classes, as needed.
- Students interviewed were content with all aspects of their learning environment.

**F. ACCESS AND EQUITY** - refers to compliance with the requirements of federal non-discrimination laws as relating to recruitment, enrollment, participation, and completion of programs.

- The Office of Equal Educational Opportunity (OEEO) for school districts is responsible for monitoring and overseeing civil rights compliance obligations. Should you have any questions or concerns, please contact the OEEO at (850) 245-9556.

**G. RECORDS REVIEW** - refers to a review of the records and documents that evidence compliance with federal and state rules and regulations. Samples of financial and programmatic records are reviewed.

- Organization Chart
- Completed Carl D. Perkins grant applications
- Carl D. Perkins Grants for CTE Secondary and CTE Post-secondary 2012-13 through 2014-15
- Final disbursement reports for Carl D. Perkins grants
- 2012-13 through 2014-15 Strategic Career and Technical Education Marketing Plan
- Equipment inventory
- State of Florida Auditor General's Report, May 2014
- 2014-2015 student handbook and employee handbook
- Student records
- Policies and procedures
- Program brochures

- Schedule of classes
- School Locations and Directions Guide 2014-2015
- Orange County Public Schools Technical Centers Catalog 2014-2015
- Verification of student industry certifications
- Verification of OCPs
- Advisory Board Resource Handbook
- Website

**H. FINANCIAL** - refers to aspects of the federal fiscal requirements that providers must meet when expending federal funds, including financial management, procurement, inventory management, and allowable costs.

- An approval process for expending federal funds is currently in place.
- Documentation reviewed for time and effort, payroll and travel expenditures was organized and thorough.
- The System Application and Products (SAP) system was reviewed for tracking expenditures.
- Purchases over \$50,000.00 are required to be approved by the school board.

**I. COLLABORATION** - refers to the collaborative agreements, partnerships, or memoranda of understanding (MOUs) that are in place to benefit an agency's programs and students.

- The district has collaborative agreements with Kelly Services, Inc. and the Academy of Construction Technologies, Inc. (ACT).
- The districts has articulation agreements with the following:
  - Valencia State College
  - University of Central Florida
- CTE programs throughout the district have an advisory committee.
- Advisory committee members consist of individuals from business, industry and community.
- Students are receiving internships from Universal Studios.

**J. PERKINS LOCAL PROGRAM IMPROVEMENT PLAN** – A Perkins local program improvement plan (PIP) is required when an agency does not meet 90% of its agreed-upon goals for individual performance measures.

- Pursuant to the [Carl D. Perkins Career and Technical Education Improvement Act of 2006 (Perkins IV), Section 123(b)(2)]. If a state finds that a local eligible agency has failed to meet agreed upon target levels as described in section 113(b)(4) of the Act, and is not making substantial progress in meeting the goals, the state will work with the agency to help them implement improvement activities. Additionally, section 123(b)(4)(A) of the law specifies that “If a local eligible agency fails to meet at least 90% of an agreed upon State adjusted level of performance for the same core indicator of performance for three (3) consecutive years then the state is required to provide technical assistance.”

PIPs were reviewed and discussed during the interview with Ms. Rosa Grant, senior director of CTE. The purpose of the review is to determine if the strategies contained in the plan are measurable and verifiable during the visit.

**Secondary Measures:**

In 2012-13 the agency met or exceeded all secondary measures for three consecutive fiscal years except for the following:

- 2S1 Secondary Technical Skills: Local Actual 39.96% vs. 90.00% Local Agreed

**Post-secondary Certificate Level:**

In 2012-13 the agency met or exceeded all post-secondary measures for three consecutive fiscal years except for the following:

- 2A1 Completion: Local Actual 39.47% vs. 58.25% Local Agreed
- 3A1 Retention or Transfer: Local Actual 48.47% vs. 59.10% Local Agreed

A conference call was held on Tuesday December 2, 2014 with FDOE staff in Tallahassee to discuss the Carl D. Perkins core measures that did not meet the 90% requirements. FDOE Federal and State initiatives staff will be providing special technical assistance with the Orange County School District CTE administration to rectify the issues.

**K. STUDENT PERSPECTIVE** – The team meets with groups of students; their perspective is presented as a portion of this report.

- Students were complimentary of teachers, counselors and the administration.
- Students expressed pride in their CTE programs and facilities.
- CTE students in the Orange County School District represent diverse cultures and ages.
- Students appreciated the individualized instruction that they receive during class.
- Information regarding financial aid, assistance and resources are available for students.
- Students are satisfied with the time and location of their programs.

**VIII. REQUIRED RESOLUTION ACTIVITIES**

**CAREER AND TECHNICAL EDUCATION**

1. Action plan – Orange County School District is required to complete an action plan (Appendix B) to address the concerns noted in focus areas C and D documented in Section VII above.

Once the action plan is submitted, reviewed, and approved, the leader of the onsite visit is responsible for the regular follow-up with the agency’s designated representative to ensure that resolution is complete.

**IX. REMARKS**

The following are additional comments made by the monitoring team in regard to the monitoring visit: The administration and teachers interviewed during the onsite visit exhibited their commitment to the CTE programs and are committed to the success of their students.

**X. SUMMARY**

Once the field work is completed, including receipt of requested information, a draft report is forwarded to the provider for review. Comments are accepted and considered. The final report is completed, forwarded to the agency head with a copy to the appropriate parties, and is posted on the department’s website at the following address: [www.fldoe.org/workforce/reports.asp](http://www.fldoe.org/workforce/reports.asp).

Finally, the division issues a closure notice to the agency head and designated contact person. This notice indicates all outstanding items have been completed.

We want to extend our appreciation to all participants in the Orange County School District onsite monitoring visit. Special thanks are offered to Ms. Rosa Grant, senior director for career and technical education for her participation and leadership in this process.


**APPENDIX A**

Orange County School District  
 Career and Technical Education  
 Risk Matrix

<b>Risk Matrix for Districts Receiving Career and Technical Education (CTE) Carl D. Perkins Grants</b>					
Agency Name: <b>Orange County District School Board</b>					
Program type: <b>CTE</b>					
Target Year: <b>2012-2013</b>					
Monitoring Year: <b>2014-2015</b>					
<b>Metric</b>	<b>Scaling</b>	<b>Point Value</b>	<b>Points Assigned</b>	<b>Weight</b>	<b>Total Metric Points</b>
<b>Total CTE Budget Allocated Value</b>	Upper Quartile	7	<b>7</b>	X 10	<b>70</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
<b># CTE Grants Value</b>	4+	7	<b>3</b>	X 8	<b>24</b>
	3	5			
	2	3			
	1	1			
<b>CTE PIP Index Value</b>	7.50 – 10.00	7	<b>3</b>	X 8	<b>24</b>
	5.00 – 7.49	5			
	2.50 – 4.99	3			
	0<index<2.50	1			
	0	0			
<b>CTE Director Change Value</b>	Yes	7	<b>0</b>	X 6	<b>0</b>
	No	0			
<b>CTE Funds Remaining Point Value</b>	Upper Quartile	7	<b>7</b>	X 4	<b>28</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>OAG Findings Value</b>	Upper Quartile	7	<b>7</b>	X 4	<b>28</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>AGENCY RISK SCORE:</b>					<b>174</b>

**APPENDIX B**

Orange County School District  
Career and Technical Education  
Action Plan

Type of Plan	Strategies	Person Responsible	Projected Date of Completion
<b>Action(s) (concerns):</b>			
Concern C1: There is a need for 5 to 10 sets of Adobe Pro C-6 for the 2 classes at Dr. Phillips High School.	An amendment will be submitted to purchase items for the school.	Rosa Grant	1/31/15
ConcernC2: The teacher in the drafting/illustrative design program is in need of 2 drawing tablets for the 2 classes at Dr. Phillips High School.	An amendment will be submitted to purchase items for the school.	Rosa Grant	1/31/15
Concern D1: Locations: Mid Florida Tech, Winter Park Tech (Avalon Campus) and Edgewater High School: The equipment was in a different location that was specified on the inventory list.	Develop a semi-annual process to verify the location of the equipment	Crystal Davidson	2/28/15
<p align="center">Plan submitted by (name and title): <u>Rosa Grant, Senior Director</u>  Date: <u>1/31/15</u></p> <p>Plan accepted by: _____ Date: _____</p>			
<b>Status of Action Plan</b> (to be completed by DOE staff)			
Date:	Status of Plan Completion:		

Orange County School District  
 Career and Technical Education  
 Action Plan

Type of Plan	Strategies	Person Responsible	Projected Date of Completion
<b>Action(s) (concerns):</b>			
Concern C1: There is a need for five (5) to 10 sets of Adobe Pro C-6 for the two (2) classes at Dr. Phillips High School.	An amendment will be submitted to purchase items for the school.	Rosa Grant	1/31/15
ConcernC2: The teacher in the drafting/illustrative design program is in need of two (2) drawing tablets for the two (2) classes at Dr. Phillips High School.	An amendment will be submitted to purchase items for the school.	Rosa Grant	1/31/15
Concern D1: Locations: Mid Florida Tech, Winter Park Tech (Avalon Campus) and Edgewater High School: The equipment was in a different location that was specified on the inventory list.	Develop a semi-annual process to verify the location of the equipment	Crystal Davidson	2/28/15
Plan submitted by (name and title): <u>Rosa Grant</u> _____ Date: <u>1/30/15</u>			
Plan accepted by: <u>Donna Waller</u> _____ Date: <u>2/2/15</u>			
<b>Status of Action Plan</b> (to be completed by DOE staff)			
Date:	Status of Plan Completion:		